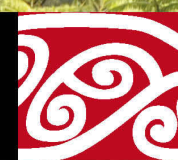




RUAPUHA UEKAHA HAPŪ TRUST

Draft Strategic Plan 2016 to 2018



Kaupapa Matua Vision, Mission, and Values

Vision

To connect and to reconnect our people to their whanau and their whenua

Mission

To manage and enhance Trust assets within a long term vision to support our people

Values

Manaakitanga

"Caring for the mana and wellbeing of all RUHT members"

Kaitiakitanga

"Guardians/Stewardship over our resources and taonga"

Whanaungatanga

"Inclusive of all hapu members"

Whakapapa

"Developing and strengthening the bonds that link us together"

Whakahi

Have pride in RUHT, hapu, whānau, and activities undertaken

Ngā Whāinga Objectives

Operational excellence

"Achieve operational excellence within the RUHT and it's employees"

Commercial well-being

"Our asset base will be consolidated and diversified to better sustain our people"

Strategic intent for the Waitomo Glowworm Caves

"To ensure RUHT is positioned correctly for the Waitomo Caves"

Cultural and social well-being

"To improve social well-being and acknowledge and remember our tūpuna – Ruapuha Uekaha"

Environmental well-being

"To restore and enhance our natural resources and environment"

Rautaki Strategies

1. Operational excellence for RUHT – Administration
2. Operational excellence for RUHT - Governance
3. Talking and engaging with hapū members and beneficiaries

1. Execution of the investment strategy
2. To ensure asset growth remain relative to beneficiary growth

1. Preparing and positioning the RUHT for the full return of the Waitomo Glowworm Caves by 2027

1. To acknowledge and strengthen the link for all RUHT beneficiaries
2. To retain hapu cultural knowledge
3. To improve the education of our people
4. To support employment creation and workforce development opportunities

1. Responsible use of our natural resources
2. As Kaitiaki protect our heritage and culture
3. Protect and enhance the Waitomo Stream Caves

Ngā Ara Hei Whai Pathways

- 1.1 Trustees create Strategic Plan (quarterly activities and budget)
- 1.2 Professional development programme for RUHT staff matched to Strategic Plan
- 1.3 Build systems and processes to achieve the strategic Plan
- 1.4 Provide operational reporting against Strategic Plan (activities and budget)
- 1.5 Review asset register, valuations and financial statements
- 2.1 Implement a training programme to upskill trustees
- 2.2 Implement a succession programme for new Trustees and Committee members
- 3.1 Build and enhance the communication and engagement plan.

- 1.1 Review the current SIPO (2012) to ensure appropriate asset management is being applied at all times
- 2.1 Identify within the investment strategy the means to increase its asset base relative to its beneficiary growth

- 1.1 Strategic management of the Waitomo caves 2027: analyse the risks and costs of buying, leasing out the land and joint venture opportunities
- 1.2 Review accounting treatment of the Caves and impact on the balance sheet
- 1.3 Explore investment opportunities in other local tourism business

- 1.1 Providing beneficiaries with access to resources and events to learn more about RUHT history and heritage
- 2.1 Developing a cultural programme around the Waitomo Caves
- 3.1 Developing education programmes and grants that help develop the RUHT beneficiaries
- 4.1 Create employment opportunities for the RUHT beneficiaries
- 4.2 Further progress the Workforce Development Strategy that enables the delivery of upskilling programmes to the RUHT beneficiaries working at the Caves

- 1.1 Establish and maintain strategic relationships that utilize the natural resources of RUHT
- 2.1 Develop protocols for sustainable environmental management
- 3.1 Effective representation and participation in environmental matters for the Waitomo Stream and Caves